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#### SECRET

### To: SUPERVISORS

To eliminate lack of objectivity and "halo effect" supervisors are instructed to appraise the individual under the following procedure:

FIRST - Identify the individual in one of the following job femilies: OPERATIONAL; ANALYTICAL-RESEARCH; ADMINISTRATIVE; OF TECHNICAL.

SECOND - Appraise the individual against the specific job criteria of his basic family.

THIRD - Appraise the individual against the ADDITIVE eriteria necessary at higher levels of competence and responsibility.

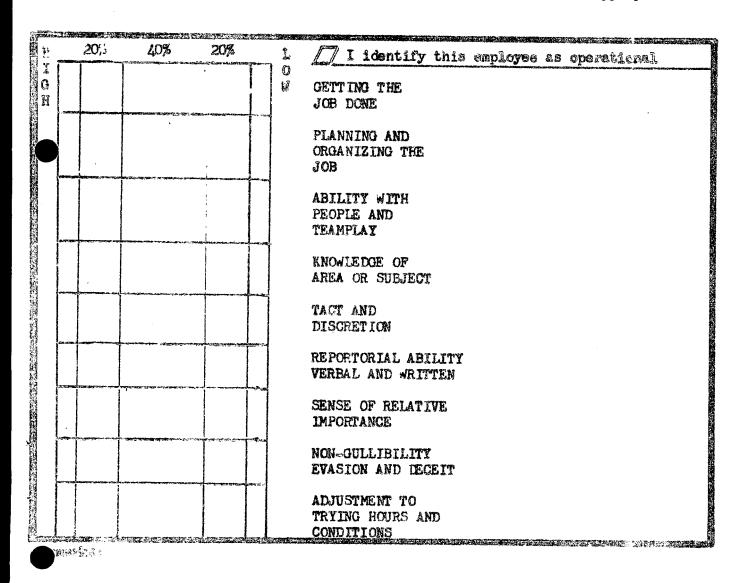
In identifying the individual in a job family, the individual s FUNCTION is the determinate factor, not his Office or Division.

Having identified the individual in a SIMGLE job family, the individual's abilities or "petentiality" for greater breadth of service and higher responsibility are to be appraised against the ADDITIVE criteria.

# Approved For Release 2001/41/46: CIA-RDP78-03087A000100010004-9

This job family is grounded in action; organizing it, planning it, getting it done. As action is played with and against people, these characteristics identify this type: an ability to meet with, hive with and get the most out of people; and to create enthusiasms, price in mission and sense of mattering. Area and subject are important but as handmaidens of action, i.e., knowledge that dictates feasibility or reveals vulnerability. In the exceptionable individual there may be large analytical and research abilities, but the prototype is the extrovert and man-of-action.

For each factor observed circle the appropriate point to indicate how the officer compares with all others of comparable duty whose professional abilities are known to you personally. Do not limit this comparison only to others now under your examand. Do not hesitate to mark "Not observed" on any quality when appropriate.



# Approved For Release 2001/14/16 CIA-RDE78-03087A000100010004-9

No individual comes by these qualifications easily or lightly. Yet in whole or in part, they are required for higher schelon work in this Agency. As only the exceptional individual could hops to rate highly in this section, appraisal will be carefully scrutinized for "hale effect".

For each factor observed circle the appropriate point to indicate how the officer compares with all others of comparable duty whose professional abilities are known to you personally. Do not limit this comparison only to others now under your command. Do not hesitate to mark "not observed" on any quality when appropriate.

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Remarks:

# Approved For Release 2001/11/16 : CIA-RDP78-03087A000100010004-9 SECRET

Pages 1, 2, and 4 of the preceding form (OPERATIONAL) would be combined with each of the following three forms to make up a complete appraisal blank for these job families:

ANALYTICAL—RESEARCH, ADMINISTRATIVE and TECHNICAL.

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# ANALYTICAL RESEARCH

This job family is grounded in study; reading, scanning and integration. Area and subject are of commanding importance with action a second remove. There is required an absorbed interest in new factual minutia and new relations between facts; a "feel" for analysis (the examination of component parts separately and in relation to the whole) and for research (the revision of accepted conclusions in the light of newly discovered facts). In the exceptional individual there may be operational abilities, but the prototype is the professional or specialist.

	[] I identify this employee analytical research
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	RESISTANCE TO TEDIUM
	SENSE OF AVENUE OF ATTACK
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	READING COMPRE- HENSION AND "GUTTING A BOOK"
	ABILITY TO DIGEST AND REWRITE
	SENSE OF BEARING OF NEXT DESK'S SPECIALTY
	MEETING DEADLINES

Remarks:

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#### ADMINISTRATIVE

This job family is grounded in good "housekeeping" insop knowledge and same control of proceedures coupled with an ability to keep an organization moving freely and smoothly. Knowledge of intelligence techniques is helpful but the requirement is for a generalized knowledge rather than for a specialized understanding. In the exceptional individual there may be a flair for generation of the idea, but the prototype has a native resistance to (rather than thrill in) the new idea coupled with a large facility in picking the flaw and in saying, no.

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#### TECHNICAL

This job family is grounded in technical knowledge of the specialty and the broad field of the specialty. Area and language are handmaidens. The prototype is the technician, the linguist, the engineer and the scientist.

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